October 30, 2025

Consolidated Financial Results for the First Nine Months of Fiscal Year Ending December 31, 2025(Nine Months Ended September 30, 2025)

Company name: MonotaRO Co., Ltd. Listing: Tokyo Stock Exchange, Prime Market
Stock code: 3064 URL: https://corp.monotaro.com/
Representative: Sakuya Tamura, President & COO
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Scheduled date to commence dividend payment: -
Supplementary materials: Yes Investors meeting: No

(Figures are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Nine Months Ended September 30, 2025

(January 01, 2025 – September 30, 2025)

(1) Consolidated results of operations *(Percentages show the change from the same period of previous fiscal year)*

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended Sep. 30, 2025	241,400	14.1	33,274	23.1	33,300	22.7	23,485	24.4
Nine months ended Sep. 30, 2024	211,509	13.0	27,040	18.0	27,134	17.2	18,886	16.8

Note: Comprehensive income: Nine months ended Sep. 30, 2025: 22,897 million yen (25.2%)
Nine months ended Sep. 30, 2024: 18,295 million yen (14.4%)

	Net income per share	Diluted net income per share
	Yen	Yen
Nine months ended Sep. 30, 2025	47.26	47.26
Nine months ended Sep. 30, 2024	38.01	38.01

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of Sep. 30, 2025	167,639	114,736	68.1
As of Dec. 31, 2024	145,028	104,267	71.5

Reference: Shareholders' equity Sep. 30, 2025: 114,208 million yen Dec. 31, 2024: 103,673 million yen

2. Dividends

	Dividend per share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Year ended Dec. 31, 2024	—	9.00	—	10.00	19.00
Year ending Dec. 31, 2025(actual)	—	15.00			
Year ending Dec. 31, 2025(forecast)			—	16.00	31.00

3. Consolidated Forecasts for the Fiscal Year Ending December 31, 2025 (January 01, 2025 – December 31, 2025)

(Percentages show the change from the previous fiscal year)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	328,173	13.9	43,000	16.0	43,026	15.3	30,284	15.0	60.95

Note: Revision of consolidated forecast during this quarter: None

*** Notes**

(1) Changes in the number of material subsidiaries resulting in changes in scope of consolidation during the nine-month period ended September 30, 2025: None

(2) Application of special accounting methods for the preparation of quarterly consolidated financial statements: Yes

* Regarding income tax expenses, we estimate a reasonable effective tax rate after applying tax-effect accounting to the pre-tax net income for the consolidated fiscal year. We calculate income tax expenses by applying this estimated effective tax rate to the net income before income taxes.

(3) Changes in accounting principles and estimates, or retrospective restatements:

1) Changes in accounting principles caused by the revision of accounting standards: Yes

2) Changes in accounting principles other than mentioned in 1): Yes

* Previously, income tax expenses were calculated by applying the conventional method. However, to further streamline the quarterly financial accounting process, starting from this first quarter consolidated accounting period, we made a change in accounting principle and have applied a method that calculates income tax expenses by reasonably estimating the effective tax rate after applying tax-effect accounting to the pre-tax net income for the consolidated fiscal year, and then applying this estimated effective tax rate to the quarterly net income before income taxes. It should be noted that the impact of this change is immaterial to the prior years, and we therefore, did not apply the change on a retrospective basis.

3) Changes in estimates: None

4) Retrospective restatements: None

(4) Number of shares outstanding (common shares)

1) Number of shares outstanding at the end of period (including treasury stock)

Sep. 30, 2025:	501,351,000	shares	Dec. 31, 2024:	501,351,000	shares

2) Number of treasury stock at the end of period

Sep. 30, 2025:	4,445,187	shares	Dec. 31, 2024:	4,445,095	shares

3) Average number of shares outstanding during the period

Nine months ended Sep. 30, 2025:	496,905,891	shares	Nine months ended Sep. 30, 2024:	496,891,814	shares

Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: None

* Cautionary statement with respect to forward-looking statements

The forecasts above are based on the judgments made in accordance with information currently available. Forecasts therefore include risks and uncertainties. Actual figures may differ from these forecasts due to subsequent changes in the circumstances.

1. Qualitative Information on the Consolidated Financial Statements

(1) Qualitative Information Regarding Consolidated Results of Operations

The Japanese economy during the first nine months of the fiscal year ending December 31, 2025, showed signs of a gradual recovery, supported by improvements in employment and income conditions. However, the outlook remains unpredictable due to factors such as the impact of U.S. tariff policies on the economy, rising raw material prices, and an unstable international situation stemming from prolonged geopolitical risks.

In this economic environment, we have continually concentrated on acquiring new customers actively mainly through internet advertisements (paid listings) and internet search engine optimization (SEO), which can improve our website’s position on the search engines. We also conducted promotion activities including using e-mail and mailing flyers with optimized product listings for each customer, daily special prices, and broadcasted TV commercials to enhance customers' awareness much further.

In addition, we are committed to realizing a more convenient customer fulfillment service. We are working to streamline indirect material procurement and deliver products quickly and reliably. We have expanded the scope of unattended delivery services, implemented a service for specifying delivery dates and times, and expanded the target areas for same-day shipping for orders placed by 5:00 PM on weekdays. During the first nine months of this fiscal year, we expanded the target areas to 42 prefectures.

In our product strategy, we are continuously expanding the number of products offered on our website to meet the diverse needs of our customers. Furthermore, we are promoting the development of private brand products.The total number of our product lineup reached approximately 28.3 million items in total with 747 thousand items in stock available for the same day shipment as of the end of the first nine months of the fiscal year ending December 31, 2025.

For the procurement management systems business (for enterprises), both the number of customers and the amount of sales steadily increased.

Consequently, we have successfully obtained 799 thousand newly registered accounts for the the first nine months of the fiscal year ending December 31, 2025 and the number of registered accounts totaled 10,946 thousand as of September 30, 2025.

In addition, our subsidiaries such as NAVIMRO, which is our Korean subsidiary, also actively engaged in acquiring new customers mainly through paid listings and focused on increasing both their product lineup and the number of products in stock in order to expand their customer base.

All of our efforts mentioned above resulted in net sales of an increase of 241,400 million yen (an increase of 14.1% increase from the same period of the previous fiscal year), operating income of 33,274 million yen (an increase of 23.1% increase from the same period of the previous fiscal year), ordinary income of 33,300 million yen (an increase of 22.7% increase from the same period of the previous fiscal year), and net income attributable to owners of the parent of 23,485 million yen, a corresponding 24.4% increase.

(2) Qualitative Information Regarding Consolidated Financial Position

Total assets as of September 30, 2025 (the end of the first nine months of the fiscal year ending December 31, 2025) amounted to 167,639 million yen, an increase of 22,611 million yen from the end of the previous fiscal year. This was attributable to an increases of 10,755 million yen and 4,774 million yen and 2,286 million yen in construction in progress and cash and deposits and notes and accounts receivable-trade, respectively.

On the other hand, total liabilities as of September 30, 2025 amounted to 52,903 million yen, an increase of 12,141 million yen from the end of the previous fiscal year. This was attributable to an increases of 12,784 million yen and 2,215 million yen in long-term borrowings and accounts payable-trade, respectively, despite a decrease of 2,560 million yen in Income taxes payable.

Total net assets amounted to 114,736 million yen, an increase of 10,469 million yen from the end of the previous fiscal year. This was largely due to net income attributable to owners of the parent of 23,485 million yen offset by dividend payments of 12,422 million yen .

As a result, the equity ratio as of September 30, 2025 was 68.1%, down 3.4 percentage points from the end of the previous fiscal year.

(3) Forecast for the Fiscal Year Ending December 31, 2025

Forecast for the fiscal year ending December 31, 2025, disclosed on January 31, 2025, has not been changed at this time.

2. Consolidated Quarterly Financial Statements

(1) Consolidated quarterly balance sheets

(In millions of yen)

Accounts	As of Dec. 31, 2024	As of Sep. 30, 2025
Assets		
Current assets		
Cash and deposits	30,727	35,501
Notes and accounts receivable-trade	32,556	34,843
Electronically recorded monetary claims	1,013	1,473
Merchandise	19,657	22,168
Goods in transit	1,003	738
Supplies	0	0
Accounts receivable-other	8,005	7,662
Other	1,320	1,674
Allowance for doubtful accounts	(167)	(154)
Total current assets	94,116	103,908
Noncurrent assets		
Property, plant and equipment		
Buildings, net	14,240	13,590
Machinery and equipment, net	13,540	12,443
Leased assets, net	1,967	1,629
Construction in progress	1,391	12,146
Other, net	6,164	7,984
Total property, plant and equipment	37,305	47,794
Intangible assets		
Software	6,026	6,903
Software in progress	331	695
Other	158	146
Total intangible assets	6,516	7,746
Investments and other assets		
Guarantee deposits	3,292	3,369
Other	3,906	4,940
Allowance for doubtful accounts	(108)	(119)
Total investments and other assets	7,090	8,190
Total noncurrent assets	50,911	63,731
Total assets	145,028	167,639

(In millions of yen)

Accounts	As of Dec. 31, 2024	As of Sep. 30, 2025
Liabilities		
Current liabilities		
Accounts payable-trade	19,825	22,041
Short-term borrowings	215	182
Current portion of long-term loans payable	215	—
Lease obligations	269	915
Accounts payable-other	5,281	5,206
Income taxes payable	7,212	4,652
Provision for employees' bonuses	381	800
Other	3,060	2,331
Total current liabilities	36,461	36,129
Noncurrent liabilities		
Long-term borrowings	—	13,000
Lease obligations	637	5
Net defined benefit liability	621	711
Asset retirement obligations	2,922	2,935
Other	118	120
Total noncurrent liabilities	4,300	16,773
Total liabilities	40,761	52,903
Net assets		
Shareholders' equity		
Capital stock	2,042	2,042
Capital surplus	497	250
Retained earnings	101,469	112,532
Treasury stock	(747)	(876)
Total shareholders' equity	103,260	113,948
Accumulated other comprehensive income		
Foreign currency translation adjustment	390	254
Remeasurements of defined benefit plans	21	5
Total accumulated other comprehensive income	412	260
Subscription rights to shares	29	28
Non-controlling interests	564	499
Total net assets	104,267	114,736
Total liabilities and net assets	145,028	167,639

(2) Consolidated quarterly statements of (comprehensive) income

(In millions of yen)

Accounts	Nine months period ended Sep. 30, 2024	Nine months period ended Sep. 30, 2025
Net sales	211,509	241,400
Cost of sales	149,517	169,567
Gross profit	61,991	71,833
Selling, general and administrative expenses	34,950	38,558
Operating income	27,040	33,274
Non-operating income		
Interest income	12	23
Foreign exchange gains	44	—
Gain on sales of materials	33	37
Subsidy income	—	30
Other	95	86
Total non-operating income	186	177
Non-operating expenses		
Interest expenses	56	87
Loss on sales of electronically recorded monetary claims	31	45
Foreign exchange losses	—	7
Other	5	9
Total non-operating expenses	93	151
Ordinary income	27,134	33,300
Extraordinary income		
Gain on sales of fixed assets	0	6
Total extraordinary income	0	6
Extraordinary loss		
Loss on disposal of fixed assets	60	6
Loss on sales of fixed assets	86	0
Total extraordinary losses	146	6
Income before income taxes	26,987	33,300
Income taxes	8,587	10,163
Net income	18,399	23,136
Net income attributable to:		
owners of the parent	18,886	23,485
non-controlling interests	(486)	(349)
Other comprehensive income		
Foreign currency translation adjustment	(110)	(222)
Remeasurements of defined benefit plans	6	(16)
Total other comprehensive income	(104)	(238)
Comprehensive income	18,295	22,897
Comprehensive income attributable to:		
owners of the parent	18,810	23,328
non-controlling interests	(514)	(430)